DD/S 66-4136

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2 8 JUL 1966

MEMORANDUM FOR THE RECORD

SUBJECT: The Support System Staff Relationships with the Office of Computer
Services

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1. [   ] visited me to be
brought up to date generally with our progress, discuss future planning, discuss
the support we are receiving from the Office of Computer Services, and to get
an interpretation of the commitments we feel the Office of Computer Services
has made.

2. I spent a few minutes bringing them up to date in some detail on our
progress and the current status of our study effort. I outlined for them brief-
ly the assignments of tasks which I recently made among the members of the
Support System Staff and showed them the outline plan we have developed.

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[   ] citing his CHIVE experience, emphasized several times the
importance of stating objectives and developing plans task by task for their
achievement. I told him that we had, of course, stated broad objectives in
very general terms very early in our study but we had not made any particular
effort to refine them until now. The specific statement of detailed objectives
is an important part of the outline plan we have developed and, in fact, requires
that objectives be stated for each of the functions and subfunctions, systems and
subsystems, we will be defining.

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3. Mr. [   ] asked me how I felt about the amount of support we are
getting and should be getting from the Office of Computer Services in the further-
ance of this study effort. I described the background of our relationships with
the Office of Computer Services and the discussions that took place when we first
undertook this effort and the way in which we arrived at the present understanding.
I said that according to our philosophy we have the sole responsibility for the
management of activities within the Support Directorate regardless of what kind
of tools are used. Following this line of reasoning to a logical end, we could
say that it is our responsibility to develop system specifications in exactly the
same way we would do it if we were planning to solicit bids from hardware
manufacturers for computer installation, and simply submit the specifications
to the Office of Computer Services rather than an outside organization. However,

I said I did not think it would be to anyone's advantage to proceed in this way. On the contrary, I have felt from the beginning that we should have had direct full-time working participation by representatives of the Office of Computer Services in the conduct of the data gathering and analysis functions in order that we would have at least a cadre of people with computer skills who have a thorough in-depth comprehension of all of the substantive problems that exist in the Support System. They would have, in addition, a continuity that would immeasurably simplify the ultimate performance of the tasks essential to the implementation of these kinds of systems which fall within the exclusive province of the Office of Computer Services. I said I thought that the ideal situation would be to have a one-for-one relationship between the people assigned to the project by the Office of Computer Services and those assigned by the Support Offices. At the other end of the spectrum if we can't have at least three then we might as well not have any. We should have at least one to work with each of the teams and anything less than that would not serve the purposes we should be serving. [   ] interjected his   25X1
recommendation that the minimum be set at six, permitting two people from the Office of Computer Services to be assigned to each of the teams in order to have complete continuity in the event of illness, leave, resignation, etc. [   ]   25X1
wondered what our attitude would be if in the process of justifying their manpower and budget requirements they were not able to get the people they feel they need to play this kind of a role. I said that we would simply have to do it ourselves, as we have been doing in any case, recognizing that it will necessarily take longer and that it will make the problem of our communication system specifications to the Office of Computer Services far more difficult and complicated. It will also significantly extend the time necessary for them to complete their part of the project because they will have no one who is familiar with the systems and the problems inherent in them. I gather that failure to get enough people is a real possibility, however.

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    4. Mr. [   ] asked me for my interpretation of the commitments made to the Support Directorate by the Office of Computer Services. I said that the simple answer to that was that they had promised us the moon. We have had their complete assurance that we will get whatever support we need not only to operate and maintain current systems but to develop new systems. I qualified this by saying that we realize it is totally unrealistic to state expectations in such ill-defined terms but we nevertheless were looking to the Office of Computer Services to furnish us with exactly the same quantity and quality of support that the rest of the Agency looks to us for in all of the Support Services. Mr. [   ] had   25X1
some reservations about the mechanics of this as they might apply to the kind of service the Office of Computer Services will be expected to offer and also some

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concern with how they might have to be organized to bring it about. We also discussed some of the implications of the Agency policy on information processing and ADP as expressed in [   ] a strict interpretation of which makes it unnecessary for the Office of Computer Services to participate in problem analysis. I think we agreed that this would not be the best way to proceed but we both recognize that we may not have any alternative if the Office of Computer Services is not able to get additional help. However, I did say that if we were to decide for whatever reason to proceed within these constraints, we would certainly expect that the Office of Computer Services would be able to put all of the manpower necessary into the computer system design and programming to permit implementation within the time frame we have established beginning at whatever time we are able to deliver to them our system specifications. I think we also agreed that this would not be the most desirable approach to the problem and we will avoid it if we can but the stark realities of life are such that we may not have any alternative.

5. In reviewing the commitment of the Office of Computer Services to support the Support Directorate, [   ] said they had established four priorities. Listed in the order of precedence, these are: (1) Maintenance of present systems; (2) Response to special requests against or additions to existing systems; (3) Conversion of existing programs from the RCA 501 to the System 360; and (4) Support to the Support System Study. [   ] anticipated that we might have some objection to the ordering of priorities number three and four. I said that as long as conversion from the 501 to the 360 could be accomplished entirely within the Office of Computer Services and without requiring any change in the procedural requirements within the Support Offices, either on the input or the output side, I could consider that conversion is entirely a problem for the Office of Computer Services. If, on the other hand, it is necessary to modify existing systems in any significant way I thought we might generate some very legitimate objections among the Support managers. I reviewed very briefly the background in the Office of Logistics, for example, where we had developed some specific proposals for redesign and conversion of existing Logistics programs and had deliberately decided not to go the conversion route but to follow the route of the total system study. I pointed out that this was decided very largely on the recommendation of the Office of Computer Services, although we did support the idea from the point of view of overall management desirability. The decision in the case of the proposed redesign of Logistics systems was in large part based upon the Office of Computer Services estimates of the time and manpower necessary to accomplish the reprogramming and design modifications in relation to the projected installation of third generation equipment and the fact that the total conversion of systems to that equipment would
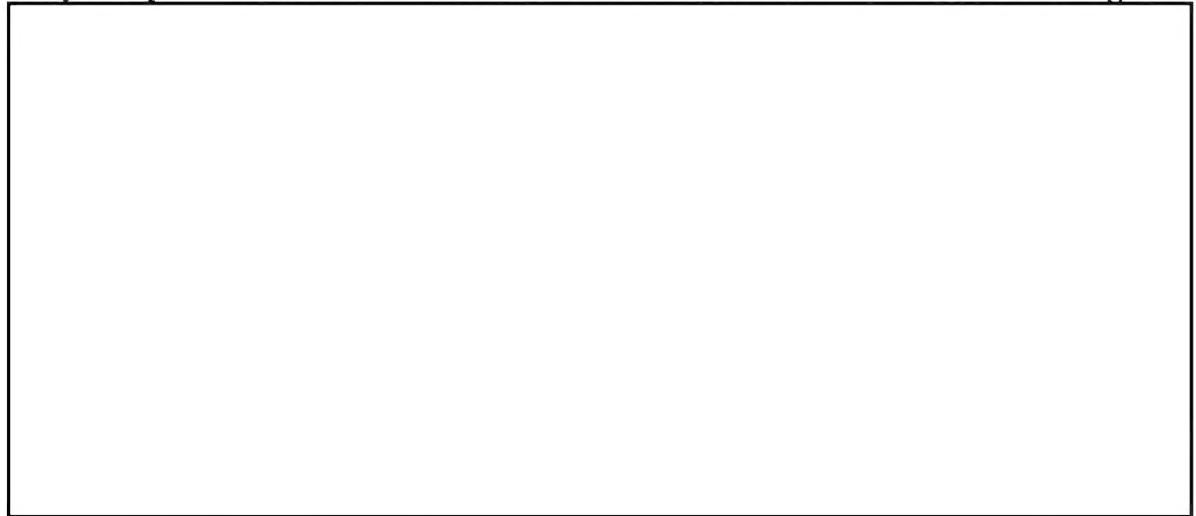
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require that the Logistics applications be completely reprogrammed twice. As another example, I cited the instance in the Office of Personnel where they had devoted approximately six to eight months to the study of modifications in the processing of the notification of personnel action. This had progressed almost to the point of implementation when it was decided to call a halt and proceed with the total system study leading toward the development of integrated systems. Any conversion now from the 501 to the 360 which encompasses any system re-design, therefore, would inevitably upset the Support management and could conceivably lead to their losing interest in the total system effort.

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6. [   ] informed me that the Office of Computer Services is going forward for about $1.5 million of unbudgeted items for Fiscal Year 1967 and for a substantial increase in the number of ceiling positions. The largest part of the unbudgeted requirements for both funds and positions is to support the require-ments of the Support Directorate in relation to maintenance of outgoing systems, responses to current special requirements, conversion of these systems to the new equipment, and the development of new systems. What [   ] is saying,   25X1 therefore, is that if they are unsuccessful in getting the full amount of money and positions they are requesting, the first thing to suffer will be the Support System Development Program. They have 27 people currently assigned in support of current system requirements, including four contractors currently on board. They had planned an increment of ten in Fiscal Year 1967 which would have given

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7. Mr. [   ] is anticipating some difficulty in justifying these requirements to the DD/S&T, the Director of Planning, Programming and

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Budgeting, and the Executive Director-Comptroller. He thinks it may be necessary for us to be prepared to support their requests. I plan to follow these developments closely with [   ] and Briggs.

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